

# AN APPRAISAL ON THE EFFICIENCY OF JAIL SERVICES DELIVERY: THE CASE OF THE BUREAU OF JAIL MANAGEMENT AND PENOLOGY

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## Abstract

The different established jails are institutions for the confinement of persons who have been apprehended for the commission of crime. They are confined in jails for them to wait for the final dispositions of their criminal cases. In case they will be sentenced by the court, they need to serve their service inside the jails. This research undertaking was designed to appraise the efficiency of jail services delivery of the Bureau of Jail Management and Penology. The data gathered were tabulated treated using frequency, mean and weighted mean, and ranking utilizing the descriptive research design. In this study it was necessary to guarantee that the facilities and programs are safe, enjoyable, or even exceptional in order to give the detainees the comfort and means of reformation in advance of their reintegration into society. Thus, it may be deduced that the delivery of the jail services to the detainees as the end-users are efficiently performed by the personnel.

**Keywords:** Appraisal, Jail Management, Jail Service Delivery, Detainee, Efficiency, Imprisonment, Detention, Inmate, Livelihood Services. Sports Services, Educational Services, Visitation Services

## INTRODUCTION

With the present issues jails are facing at present, the violations on the basic guidelines, especially on the treatment of offenders, rules for their security and programs for their rehabilitation. The government has to do something in order to stop problems proliferating in the different jails and prisons in the country. The different established jails are institutions for the confinement of persons who have been apprehended for the commission of crime. They are confined in jails for them to wait for the final dispositions of their criminal cases. In case they will be sentenced by the court, they need to serve their service inside the jails. Persons who are confined in jails awaiting final judgment or disposition of their cases are called detention prisoners. Their cases are still pending and they are staying inside the jail, it means that the detainee is under preventive imprisonment. The days that they spent under preventive imprisonment will be credited in the service of their full sentence in case court will give its final judgment. With the present set up in jails and prisons in the country where VIP prisoners still exist, there is really a need for the government to look into how prison and jail guard are carrying out their duties and responsibilities without fear or favor. Drucker (2011). Mentioned that social effects of mass incarceration have a powerful negative influence on communities (particularly poor communities), creating broken families, economic disenfranchisement, and increases in criminal activity. In many poor neighborhoods in the U.S., as many as one fifth of the adult men are in prison at any given time. When they are released, they are unable to find work, earn less money when they do find work, and experience a wide range of medical and

psychological issues that make it harder for them to integrate back into society. Because of the lack of opportunities for former prisoners, rates of recidivism are very high; according to the Bureau of Justice Statistics, within three years of release, 67.8 percent of released prisoners are rearrested and within five years, 76.6 percent are rearrested. This dynamic affects not only the individuals who are incarcerated, but the families and communities around them, who have to pick up the burden while they are away (e.g. one parent who has to work and raise their children alone, because the other parent is imprisoned or teachers who have to deal with disciplinary problems from children who are acting out due to broken families). Furthermore, spending billions of dollars every year on prisons often results in funding shortages for social welfare programs like schools, food aid, and healthcare, which address the poverty that fuels much of the criminal activity in many poor communities.

Brody (2014) provided insights as to why prison is bound to be of limited use as both an individual and a general deterrent. Quite simply the available evidence tells us that offenders do not have the penalty in mind (far less its nature or severity) at the time of the offence. What they are concerned with (in so far as they consider negative outcomes) are the chances of being caught rather than the consequences of a conviction. Defending prisons on the basis of general deterrence has other difficulties. It involves the moral problem of treating incarcerated offenders as a means to an end that may well not materialize.

Walker and Padfield (2011) provided good list that suggests other possible purposes of prison among others: (1) To hold people – for example, until trial, or until they can be sentenced or be sent to the place where they will serve their sentence (2) To coerce people to conform with court orders such as fines; (3) To protect members of the public from offenders by taking them out of circulation; (4) To hold a person long enough to make possible a prolonged course of treatment. The Wolf Report (2011) was specifically into the disturbances in prisons. It was more wide-ranging than was probably intended and it came up with recommendations. (1). More visible leadership of the Prison Service by a Director-General who is and is seen to be the operational head and in a day-to-day charge of the Service. To achieve this there should be a published ‘compact’ or ‘contract’ given by ministers to the Director-General of the Prison Service who should be responsible for the performance of that ‘contract’ and publicly answerable for the day to day operations of the Prison Service; (2) A ‘compact’ or ‘contract’ for each prisoner setting out the prisoner’s expectations and responsibilities in the prison in which he or she is held; (3) Better prospects for prisoners to maintain their links with families and the community through more visits and home leaves and through being located in community prisons as near to their homes as possible; and (4). Improved standards of justice within prisons involving: the giving of reasons to a prisoner for any decision which materially and adversely affects him.

Davies (2011) stated that in the past prison administrators sometimes saw themselves as in the punishment business, but no corrections official today defends such notion. To create pain is not what administrators do intentionally . . . the goal of wardens and other officials is to deploy their staff and resources to service inmates to the extent budgetary constraints permit. Whatever the prison does, it must retrain and restrain inmates. Other bottom-line goals are maintenance

and security. Beyond these aims are program related concerns such as education and training. Pain and stress are the undesired ingredients of prison life the official prisoners must live with.

Sapsford (2010) in a study of life-sentence prisoners found that interest in the outside world and apathy were not a function of length of sentence. Some changes did occur – that there was a tendency to talk about the past rather than the future that introversion increases, that institutionalization develops and that contact with the outside world decreases. This could be said to amount to deterioration, but there is evidence that it is reversible. Sapsford and Banks examined some Home Office research and noted that changes of attitudes and personality occurred as the time spent in prison increased, but that this did not amount to institutionalization. They also reported that a wide variety of styles of coping with prison were adopted by prisoners. They carried out a study of lifers and found that the men, who had served an average of nine years before they were released, had not been seriously damaged or incapacitated by their experiences. This conclusion is supported by other studies that, although men fear it, they do not deteriorate, though their contacts with the outside world may atrophy through enforced neglect. Indeed, the view expressed by one of the men in their research, that prison encourages adequacy and a desire for independence rather than social incompetence and dependency, merits further investigation. Considerable personal resources are needed to cope with institutional regimes whose destructiveness may lie more in their power to isolate than injure, for men are cut off from their families and communities. In light of such studies it seems that for the long-term prisoner prison would appear to be a generally unpleasant and mainly unconstructive experience, particularly in its effect of isolating the person from the outside world. In many cases it will not cause long term psychological damage and where damage does occur it can be reversible.

Murty (2013) stated that community-based corrections programs are particularly beneficial for first time non-violent offenders. Through probation, diversion, halfway houses and parole, community-based programs are believed to have considerable success in rehabilitating offenders. In Fulton County, Georgia, for instance, Project Re-Direction is a program designed to reduce overcrowding in Fulton County Jail as well as to provide assistance in terms of counseling, job finding, and vocational and educational training to the individual. Thus, reintegrating ties are established between offenders and their community, and family links are restored. Such links help offenders to obtain employment and further their education. They also permit the development of sense of place and pride in their daily life.

Altschuler. (2014) say that parole for juvenile delinquents is similar to the parole for adult offenders. Those juvenile delinquents for long periods maybe released prior to serving their full sentences. Generally, parole is a conditional supervised release from incarceration granted to youths who have served a portion of their original sentences. The following are the general purposes of parole: (1) to reward good behavior while youth have been detained; (2) to alleviate overcrowding; (3) to permit youths to become reintegrated back into the communities and enhance their rehabilitation potential; and (4) to deter youths from committing future offenses by ensuring their continued supervision under juvenile parole officers. Some authorities also believe that the prospect of earning parole might induce greater compliance to institutional

rules among incarcerated youths. Also, parole is seen by some experts as a continuation of the juvenile punishment, since parole programs are most often conditional in nature. In Cagayan, there are two (2) district jails and one (1) city jail with some municipal jails under the supervision of BJMP. The focus of this study was the Tuao District Jail which covers the towns of Piat, Rizal, Sto. Nino and Tuao that houses offenders whose sentence ranges from one (1) day to three (3) years and other detainees who await judicial disposition of their criminal cases. The researcher got interested to make an assessment on the service delivery of the BJMP in Tuao, hence, this study.

## STATEMENT OF THE PROBLEM

This research undertaking was designed to appraise the efficiency of jail services delivery of the Bureau of Jail Management and Penology. Specifically, it sought to find answers to the following questions, to wit:

1. What is the level of efficiency of jail personnel on service delivery as perceived by the detainees and the personnel themselves along?
  - 1.1 Provisions for Basic Needs
  - 1.2 Health Services
  - 1.3 Livelihood Services
  - 1.4 Educational Services
  - 1.5 Sports and Recreation Services
  - 1.6 Visitation Services
  - 1.7 Religious services
2. What are the problems encountered by the detainees in the delivery of jail services?
3. Is there a significant difference between the perception of the BJMP personnel and detainees on the efficiency of the jail personnel in the delivery of jail services?

## RESEARCH METHODOLOGY

The descriptive design was employed in this investigation. Shields and Rangarjan (2013) claim that it is used to characterize the traits of a population or phenomenon under study. It doesn't explain how, when, or why the qualities developed. Instead, it answers the "what". Typically, some sort of categorization framework, also referred to as descriptive categories, is employed to define the situation or population. This investigation utilized sixty-nine inmates and nine personnel of the jail as respondents. The data gathered were tabulated treated using frequency, percentage, mean and Pearson r.

The following statistical tools were used in treating and analyzing the gathered data:

1. On the level of efficiency in the delivery of jail services, the weighted mean was used.

$$(w \bar{X}) = \frac{\sum x w}{\sum w} = \frac{\sum x w}{N}$$

Where:  $w\bar{X}$  = the weighted mean

$w$  = the weight of  $X$

$\sum X w$  = the sum of weight of  $X$ 's

$\sum w$  = the sum of the weight of  $X$

$N$  =  $\sum w$

## RESULTS AND DISCUSSIONS

### Level of Efficiency of the Jail Personnel on Service Delivery

**Table 1.1: Mean and Descriptive Rating on the Level of Efficiency of Personnel on the Delivery of Jail Services along Provision of Basic Needs as Perceived by the Respondents**

Items	Detainees		Personnel	
	Weighted Mean	Descriptive Rating	Weighted Mean	Descriptive Rating
<b>Provisions For The Basic Needs</b>				
Prepares balance diet for regular meals	4.57	Very Efficient	4.79	Very Efficient
Issues detainees' uniforms	4.72	Very Efficient	4.80	Very Efficient
Assigns bedding inside cells	4.68	Very Efficient	4.98	Very Efficient
Cleans cells and its surroundings	4.49	Very Efficient	4.79	Very Efficient
Controls the number of detainees staying in one cell	4.38	Very Efficient	4.66	Very Efficient
<b>Category Mean</b>	<b>4.57</b>	<b>Very Efficient</b>	<b>4.80</b>	<b>Very Efficient</b>

Table 1.1 shows the mean and descriptive rating on the level of efficiency of personnel on the delivery of jail services along the provision on basic needs as perceived by the respondents. The result shows that both the detainees and the personnel rated all items under the provision for basic needs very efficient with a category mean of 4.57 for the detainees and 4.80 for the personnel. "Issues detainees' uniforms" got the highest weighted mean of 4.72 for the detainees while the personnel rated the "Assign beddings inside the cell" the highest weighted mean of 4.98. "Controls the number of detainees staying in one cell" got the lowest weighted mean of 4.38 for the detainees and 4.66 for the personnel. According to Jones and Narag (2019), the Philippines has the world's overcrowded prison system, with the various detention facilities recording an average overcrowding rate of over 500 percent. However, despite the scenario in the jail system cited by Jones and Narag, the detainees continued to believe that the staff was very effective in providing for their basic needs and that this provision was well taken care of. At the same time, the staff also thought they were very effective in providing jail services related to basic needs.

**Table 1.2: Mean and Descriptive Rating on the Level of Efficiency of Personnel on the Delivery of Jail Services along Provision of Health Services as Perceived by the Respondents**

Items	Detainees		Personnel	
	Weighted Mean	Descriptive Rating	Weighted Mean	Descriptive Rating
<b>Health Services</b>				
Offers various health services inside jail premises	4.58	Very Efficient	4.79	Very Efficient
Avails services of resident doctor/nurse at all times	4.64	Very Efficient	4.94	Very Efficient
Makes sure medicines are readily available	4.70	Very Efficient	4.81	Very Efficient
Attends to illnesses immediately	4.36	Very Efficient	4.67	Very Efficient
Recommends the services of other hospitals for further treatment	4.28	Very Efficient	4.61	Very Efficient
<b>Category Mean</b>	<b>4.51</b>	<b>Very Efficient</b>	<b>4.76</b>	<b>Very Efficient</b>

Table 1.2 shows the mean and descriptive rating on the level of efficiency of personnel on the delivery of jail services along the provision on health services as perceived by the respondents. The inmates' physical conditions, such as packed cells that cause health issues, are a persistent issue for jails and prisons. (Patlunag, 2020). Jails are overcrowded and sickness is common. But despite the actual set-up in the jail, the detainees rated the personnel very efficient in the delivery of the health services with a category mean of 4.51 giving “makes sure medicines are readily available the highest weighted mean of 4.70. Meanwhile, the personnel also believed that they were very efficient in the delivery of jail services along health services where a category mean of 4.76 was generated and gave the highest weighted mean of 4.94 to “Avails services of resident doctor/nurse at all times. The results show that the detainees' health is considered a public health problem, and that everyone had access to health care without being treated differently based on their legal status (Lozano, M., & Solé-Auró, A. (2021).

**Table1.3: Mean and Descriptive Rating on the Level of Efficiency of Personnel on the Delivery of Jail Services along Provision of Livelihood Services as Perceived by the Respondents**

Items	Detainees		Personnel	
	Weighted Mean	Descriptive Rating	Weighted Mean	Descriptive Rating
<b>Livelihood Services</b>				
Conducts skill screening to detainees	4.32	Very Efficient	4.66	Very Efficient
Encourages detainees participation on livelihood activities	4.70	Very Efficient	4.81	Very Efficient
Encourages profit-sharing	4.58	Very Efficient	4.70	Very Efficient
Conducts closed supervision on detainees participation on workshop activities	4.59	Very Efficient	4.91	Very Efficient
Trains detainees to become self-reliant upon release	4.57	Very Efficient	4.88	Very Efficient
<b>Category Mean</b>	<b>4.55</b>	<b>Very Efficient</b>	<b>4.72</b>	<b>Very Efficient</b>



Table 1.3 shows the mean and descriptive rating on the level of efficiency of personnel on the delivery of jail services along the provision on livelihood services as perceived by the respondents. One of the core programs promoted by the Bureau of Jail Management and Penology is the livelihood program. The livelihood program of the BJMP is an income-generating activity where the detainees are given a chance to earn for their personal sustenance and for financial support to their families. As seen on the table, the detainees rated the efficiency of personnel on the delivery of jail services along livelihood as very efficient with a category mean of 4.55 giving “Encourages detainees’ participation on livelihood activities” the highest weighted mean of 4.70. The result also implies that the personnel are very efficient in the delivery of service in line with livelihood. Moreover, the personnel rated themselves very efficient in the delivery of livelihood services with a category mean of 4.72 pinpointing “Conducts closed supervision on detainees’ participation on workshop activities” to have the highest weighted mean of 4.91.

**Table 1.4: Mean and Descriptive Rating on the Level of Efficiency of Personnel on the Delivery of Jail Services along Provision of Education Services as Perceived by the Respondents**

Items	Detainees		Personnel	
	Weighted Mean	Descriptive Rating	Weighted Mean	Descriptive Rating
<b>Education Services</b>				
Screens detainees’ highest educational attainment for proper placement	4.58	Very Efficient	4.71	Very Efficient
Encourages detainees maximum participation on modular classes and the like	4.42	Very Efficient	4.81	Very Efficient
Encourages school group learning activities	4.80	Very Efficient	4.90	Very Efficient
Monitors and closely supervising detainees participation for possible promotion to the next higher level of learning	4.78	Very Efficient	4.61	Very Efficient
Gives certificate of completion and like to encourage and motivate detainees	4.65	Very Efficient	4.83	Very Efficient
<b>Category Mean</b>	<b>4.65</b>	<b>Very Efficient</b>	<b>4.77</b>	<b>Very Efficient</b>

Table 1.4 shows the mean and descriptive rating on the level of efficiency of personnel on the delivery of jail services along the provision on education services as perceived by the respondents. The educational program aims to provide opportunities for persons deprived of liberty to achieve mandatory education. The services include the current and continuing education of prisoners to be facilitated and schooling of nonreaders and youthful prisoners. As seen on the table both the detainees and the personnel gave a very efficient descriptive rating on the level of personnel on the delivery of jail services along provisions of educational services with a category mean of 4.65 and 4.77 respectively. The detainees as well as the personnel gave the highest weighted mean of 4.80 and 4.90 respectively to “Encourages school group learning activities”. The result therefore implies that the personnel was very efficient in the delivery of education services as perceived by the detainees. The result further implies that the personnel are very efficient in the delivery of service in line with education and this could mean that detainee’s welfare provisions on education are very well attended.

**Table 1.5: Mean and Descriptive Rating on the Level of Efficiency of Personnel on the Delivery of Jail Services along Provision of Sports and Recreation Services as Perceived by the Respondents**

Items	Detainees		Personnel	
	Weighted Mean	Descriptive Rating	Weighted Mean	Descriptive Rating
<b>Sports And Recreation Services</b>				
Provides basic facilities	4.30	Very Efficient	4.67	Very Efficient
Encourages detainees' maximum participation on sports and recreation activities for a healthy body	4.49	Very Efficient	4.55	Very Efficient
Encourages detainees to observe a culture of camaraderie and sportsmanship	4.68	Very Efficient	4.78	Very Efficient
Monitors and closely supervising detainees' participation on various sports and recreational activities	4.67	Very Efficient	4.88	Very Efficient
Gives recognition on detainees' good performances / achievements	4.68	Very Efficient	4.85	Very Efficient
<b>Category Mean</b>	<b>4.57</b>	<b>Very Efficient</b>	<b>4.75</b>	<b>Very Efficient</b>

Table 1.5 shows the mean and descriptive rating on the level of efficiency of personnel on the delivery of jail services along the provision on sports and recreation services as perceived by the respondents. As seen on the table, the detainees' perception on "Gives recognition on detainees' good performances / achievements" got the highest weighted mean of 4.68 while on the personnel's perception, "Monitors and closely supervising detainees' participation on various sports and recreational activities" got the highest weighted mean of 4.88. With a category mean of 4.57, the result therefore implies that the detainees perceived that the personnel are very efficient on the delivery of jail services along the provision on sports and recreation. With a category mean of 4.75, the staff also felt that they provided jail services in the area of sports and recreation with great efficiency, suggesting that they are aware that prison sports and recreation involve more than just letting inmates escape the monotony of detainees' life and allows them to make changes in their attitudes and behaviors. (Alexander, 2017).

**Table 1.6: Mean and Descriptive Rating on the Level of Efficiency of Personnel on the Delivery of Jail Services along Provision of Visitation Services as Perceived by the Respondents**

Items	Detainees		Personnel	
	Weighted Mean	Descriptive Rating	Weighted Mean	Descriptive Rating
<b>Visitation Services</b>				
Programs properly visitation schedule	4.64	Very Efficient	4.80	Very Efficient
Posts visitation schedule is in strategic area	4.62	Very Efficient	4.89	Very Efficient
Inform verbally detainees on visitation schedule	4.70	Very Efficient	4.92	Very Efficient
Implements strictly visitation schedule	4.65	Very Efficient	4.91	Very Efficient
Implements strictly visitation rules and regulations	4.68	Very Efficient	4.89	Very Efficient
<b>Category Mean</b>	<b>4.66</b>	<b>Very Efficient</b>	<b>4.88</b>	<b>Very Efficient</b>



Table 1.6 shows the mean and descriptive rating on the level of efficiency of personnel on the delivery of jail services along the provision on visitation services as perceived by the respondents. As seen on the table, the item “Informs verbally detainees on visitation schedule” got the highest weighted mean of 4.66 and 4.88 for the detainees and the personnel respectively. As seen on the table, both respondents have seen that the personnel were very efficient on the delivery of jail services on visitation. According to Cochran (2013), inmates who receive frequent visits from family members or who have a persistent pattern of visits are less likely to relapse. According to the respondents' perceptions, the finding suggests that giving prisoners more options and visiting time can help them cope better with being imprisoned and acclimate to it, as well as increase their overall wellbeing (Macabago, et. al., 2020). The outcome also suggests that, despite the fact that the inmates are criminals, the staff is providing the finest care possible.

**Table 1.7: Mean and Descriptive Rating on the Level of Efficiency of Personnel on the Delivery of Jail Services along Provision of Religious Services as Perceived by the Respondents**

Items	Detainees		Personnel	
	Weighted mean	Descriptive rating	Weighted mean	Descriptive rating
<b>Religious services</b>				
Allows detainees to worship their creator	4.39	Very Efficient	4.91	Very Efficient
Gives enough time to join bible studies	4.43	Very Efficient	4.84	Very Efficient
Provides a place to observe time of worship	4.65	Very Efficient	4.79	Very Efficient
Celebrates regularly the holy mass	4.62	Very Efficient	4.80	Very Efficient
Conducts bible studies / sharing that affect detainees' lives	4.71	Very Efficient	4.80	Very Efficient
<b>Category Mean</b>	<b>4.56</b>	<b>Very Efficient</b>	<b>4.83</b>	<b>Very Efficient</b>

Table 1.7 shows the mean and descriptive rating on the level of efficiency of personnel on the delivery of jail services along the provision on religious services as perceived by the respondents. “Conducts bible studies / sharing that affect detainees’ lives” got the highest weighted mean of 4.71 for the detainees and “Allows detainees to worship their creator” got the highest weighted mean of 4.91 for the personnel. From the result generated, it can be seen that the on the viewpoint of the detainees, the personnel were very efficient were on the delivery of jail services along the provision on religious services with a category mean of 4.56. The finding suggests that participation in religious activities by detainees, with staff assistance, may help them adjust to life in jail. (Clear, T. R., & Sumter, M. T. (2013) and that elderly persons' mental health will improve if they practice religion. (Muhammad, T. (2022; O'Brien, B., 2019). With a category mean of 4.83, the staff also indicated that they are extremely effective in providing religious services alongside correctional services, indicating that they are aware of the potential impact of religious services on an inmate's moral rehabilitation. (Stansfield, R., O'Connor, T., & Duncan, J. (2019) Jang, S. J., & Johnson, B. R. (2022).

## PROBLEMS ENCOUNTERED IN SERVICE DELIVERY

**Table 2: Problems Encountered by the Detainees in the Delivery of Jail Services**

Items	Frequency	Rank
Limited time to join bible studies	30	1.5
Non-provision of a place to observe time of worship	30	1.5
No proper visitation schedule	28	3.5
Irregular celebration of the holy mass	28	3.5
No screening for proper placement	26	5
Lack of proper supervision for possible promotion to the next higher level of learning	24	6.5
Lack proper dissemination of visitation schedule	24	6.5
Lack of basic sports facilities	23	8.5
Less detainees' participation on sports and recreation activities for a healthy body	23	8.5
No small group learning activities	19	10
No recognition on detainees' good performances/ achievements	18	11
Crowded receiving area due to non-implementation of rules and regulations	17	12
Scarcity of medicines	15	13
Unavailability of resident doctor/nurse	14	14
Congestion of bedding inside cells	13	15

Table 2 shows the problems encountered by the detainees in the delivery of jail services. As seen on the table the most common problems encountered by the detainees are “Limited time to join bible studies” and “Non-provision of a place to observe time of worship”. Vasylenko (2020) and Tariq, A., Khan, M. M. A., & Ullah, I. (2022) stated that religious education is considered as a means of bringing about change and restoration of the growing prison population and that a very important reason why prisoners get involved in religion is because of the psychological and emotional benefits. At the same time, prisoners frequently feel better about themselves and can improve their own self-concept if they practice religion. As a result, the detainees have determined that the first two issues they have are related to their religious activities. They are aware that by actively participating in religious activities, they may be able to foster self-control, introspection, and concern for others, so they want to do this as much as they can in order to improve themselves as people. The health services, where detainees encountered issues with a lack of medication and a resident doctor or nurse, are related to rankings 13 and 14. Congestion of bedding inside the cells was considered as the least concern encountered by the detainees. The results show that the programs and services are good and responsive, which in a way meets the demands of the detainees.

**Table 3: Test of significant difference between the perception of the BJMP personnel and detainees on the efficiency of the jail personnel in the delivery of jail services**

Group	Mean	SD	t-value	df	p-value	Decision
Personnel	4.79	0.23	-1.868	68	0.1453	Accept Ho
Detainees	4.64	0.13				

Table 3 illustrates the test of significant difference between the perception of the BJMP personnel and detainees on the efficiency of the jail personnel in the delivery of jail services. The table shows no significant differences between the perception of the BJMP personnel and

detainees on the efficiency of the jail personnel in the delivery of jail services since the p-value is greater than the 0.05 level of significance. This means that there are no statistically detected differences among groups in their perception on the efficiency of the jail personnel in the delivery of jail services. The result contradicts the study conducted by Martinez, (2018) wherein he found that there exist highly significant difference perceptions of the detainees and the personnel's perception on the efficiency of the jail personnel in the delivery of jail services.

## CONCLUSIONS

In every institution, the efficient delivery of the services to the end-users has always been the primordial concern of the management. In this study it was necessary to guarantee that the facilities and programs are safe, enjoyable, or even exceptional in order to give the detainees the comfort and means of reformation in advance of their reintegration into society. Thus, it may be deduced that the delivery of the jail services to the detainees as the end-users are efficiently performed by the personnel.

## RECOMMENDATIONS

In view of the foregoing results of the study, some important points may be considered for actions, to wit:

1. An enhanced and stable livelihood program be regularly conducted to help detainees prepare themselves for community re-integration.
2. An improved and systematic program/schedule for visitation of the detainees be in employed to give the detainees suitable bonding time with their families, relatives and benefactors
3. To further enhance existing services delivered/offered to the detainees especially on the practice of their religious beliefs and affiliations.
4. A similar study maybe conducted that will further its scope on the areas not covered by the present study.

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